



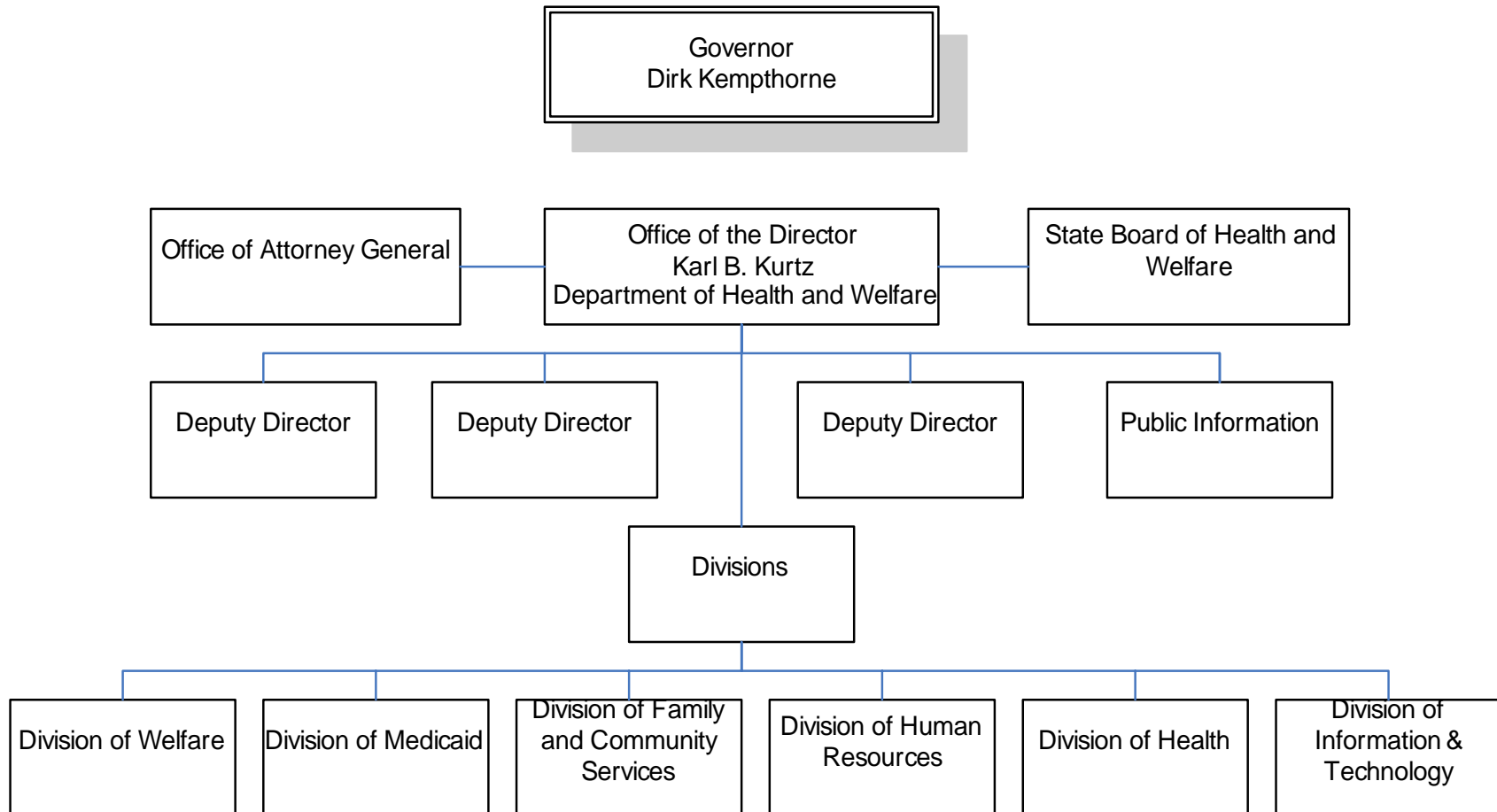
Alaska Partnership for Healthy Communities

Changing Lives by Changing Systems

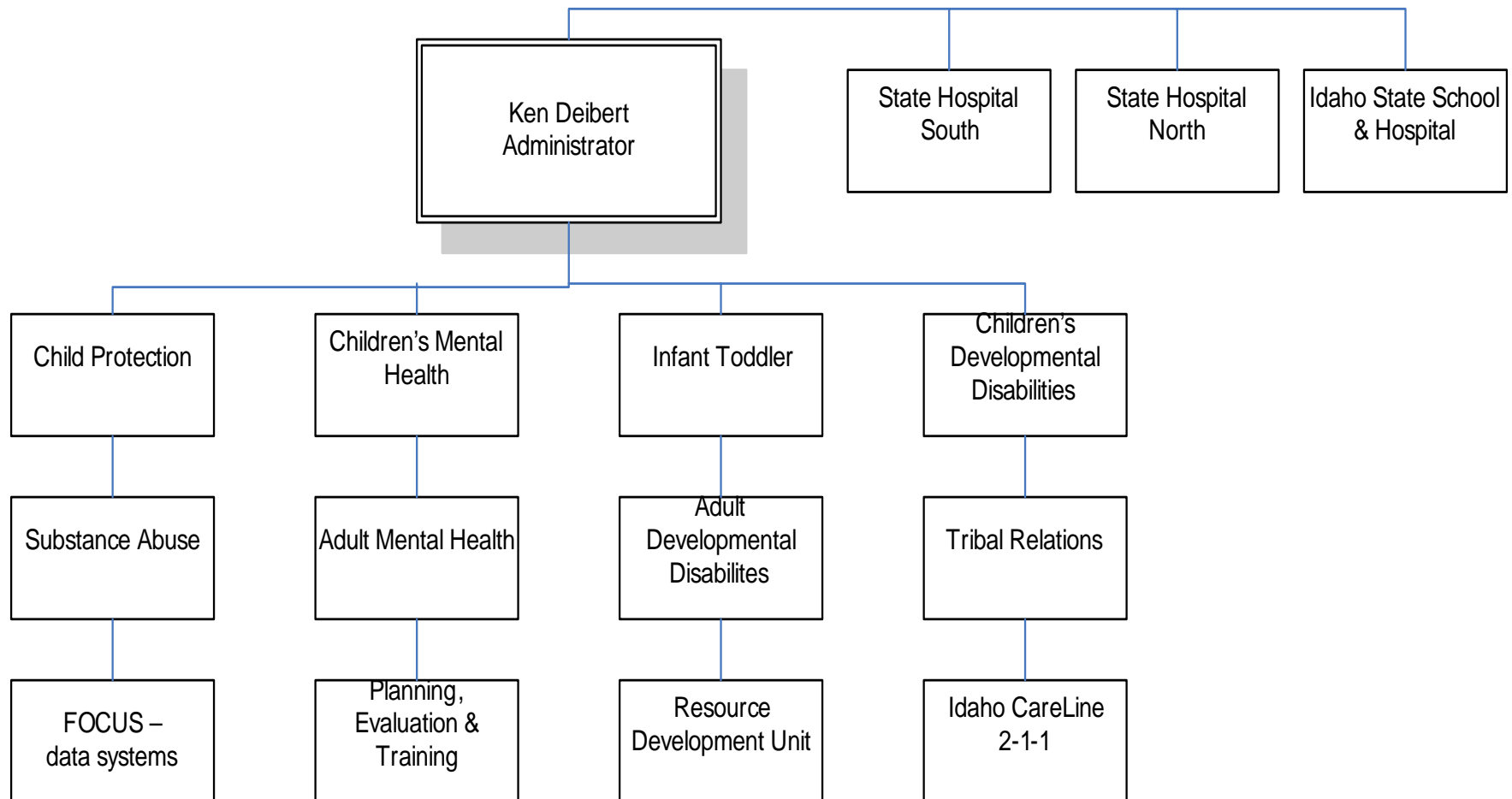
Juneau, Alaska
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The Questions

- Why would we want to move towards service integration?
- Why now?
- Why should we change?

The Answers

- Clients and families are suffering because of our lack of integration
- How we operate today is not good enough
- Our staff are overwhelmed and frustrated with our current service delivery system
- Resources are taxed, money is in short supply, and our partners' resources are dwindling
- Safety and well-being of our clients is at stake

[What is Service Integration?]

“Service Integration refers to a way of organizing the delivery of social services to people at the local level. It is not a new program to be superimposed, rather, it is a process aimed at developing a unified framework for providing services.”

By Elliott Richardson, Secretary of Health, Education, and
Welfare, June 1, 1971

Idaho's Service Integration Initiative

- **Vision**: The Department's effort will lead to healthy people, stable families, and safe children.
- **Mission**: Improve participant outcomes through the design and implementation of an integrated service system.

Initiative's Goals

- Create a service delivery system that:
 - Ensures accountability, consistency and efficiency;
 - Provides comprehensive services to help participants reach their goals and transition to natural supports

[Initiative's Goals (continued)]

- Create a participant-driven and outcome-based service system;
- Create a common enrollment/referral process to provide simplified access for participants;
- Create a single integrated case plan for families that contains any specialized service or treatment plan developed with the family; and
- Integrate population-based services into the new service delivery system.

[Service Integration Outcomes]

- Clients' and families' lives can be improved if we partner more effectively
- Resources can be better utilized
- SI improves our accountability
- For us it provided a unified voice to our vision of the future
- SI allows us to focus on the whole person

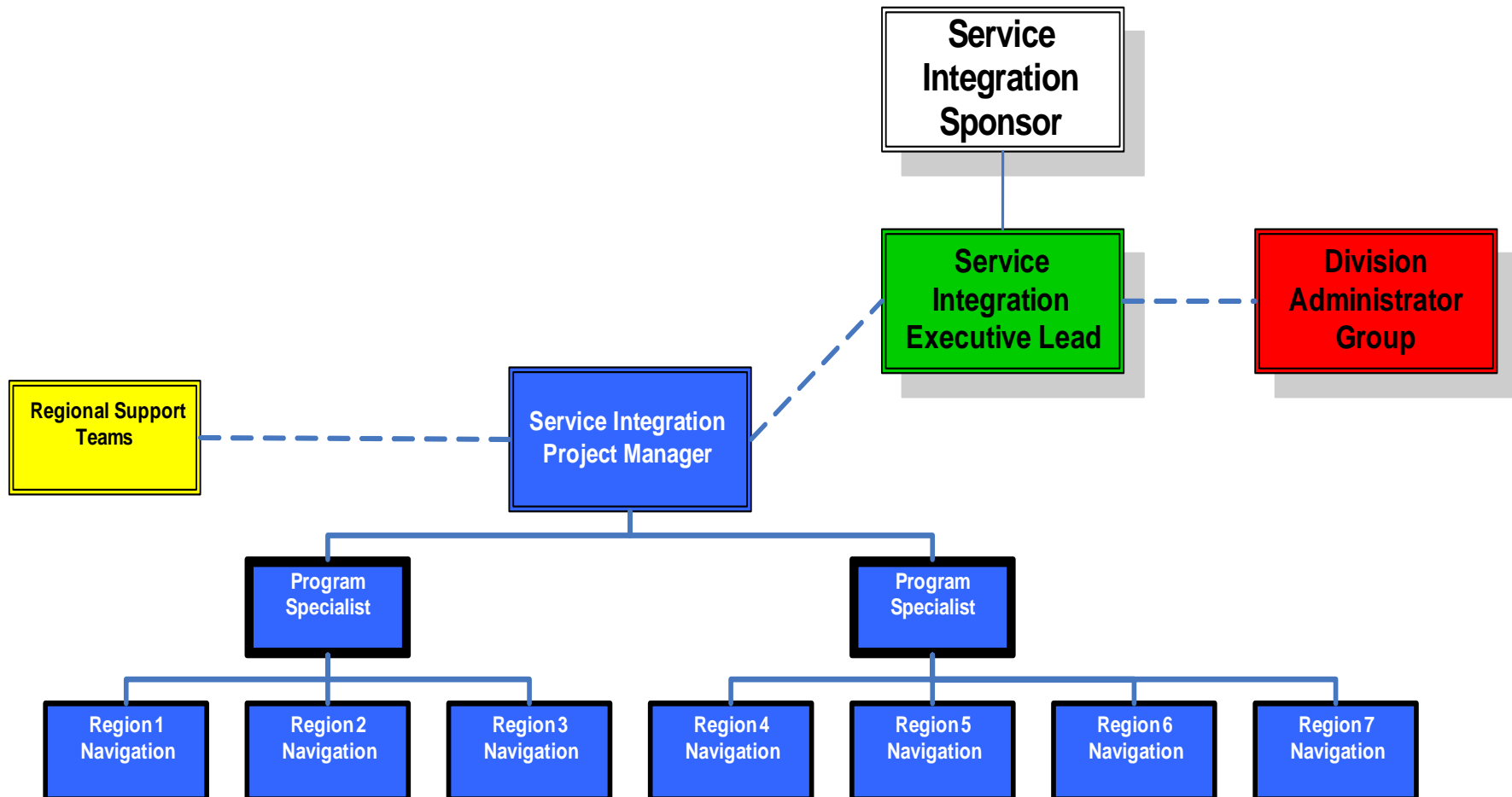
Our Focus

- A customer service mindset
- A simplified participant pathway
- An information system that shared information
- A focus on participant outcomes
- Developing a culture that supported participant goal achievement

Our Focus (continued)

- Responding to participants greatest areas of need
- High-risk participants
- High-cost participants
- Prevention, early intervention, and diversion
- Family-centered, strength-based practices

Proposed Structure



What we learned

- Change is not easy
- Integrating systems is not easy, it is hard work that takes commitment and time
- A positive can-do attitude is essential
- Integration is not about us; it is about serving people better
- The process of integration is a means, not an end
- We must approach what we do from a developmental perspective

What we learned

- SI is more about changing culture than it is about changing processes
- We cannot wait for perfection, just do it, do not over plan
- Classic project management marginalized leadership and was ineffective
- Have passion for doing what is right
- Do not let the assessment of the problem be overwhelming, manage it

What we learned

- This cannot be an event, it has to be part of what we do everyday
- Having a team designated and led by a senior leader has been helpful to move this change forward
- Everyone has to work to gain political support
- Performance measures need to be tracked and reported to everyone
- Document what was done and what is going to be done

Role of Leadership

- First, leadership needs to lead
- Leadership must provide the organization with a common understanding of the values and principles that will guide the change process
- Leadership must decide **WHAT** they want achieved, and they must identify the desired outcome for the organization
- Leadership must set:
 - Direction
 - Boundaries (what the organization change will focus on)
 - Create alignment across initiatives

Role of Leadership

- Create an environment where people are not punished for taking risks and making mistakes
- Committed to and involved in the process
- Recognize that success is dependent upon their ability to set clear expectations, define responsibilities, accountabilities, and authority (the buck stops with us)
- Communicate, communicate, communicate
- Share authority, teach others to solve problems, and share accountability

Role of Managers, Supervisors, and Staff

- They need to know what is expected of them
- Staff and partners must be grounded in and share the organizations values
- Managers and supervisors must be fully engaged in the process of delivering the **HOW**
- Managers and supervisors need to be the people who gain input from partners/clients/families about how to change the system
- People impacted by the change must understand the impact

Role of Culture

- Cultural change cannot/will not happen without managers and supervisors understanding and supporting the change
- Managers, supervisors, staff, and partners need to understand the culture of the systems parts
- We all must confront the culture that stands in the way of change

The Paradigm

- Do not take the answers to the questions about improvement personally
- Look for better ways to do our work
- Build on what works
- Build on the formal and informal relationships that support increased collaboration

Training: What worked

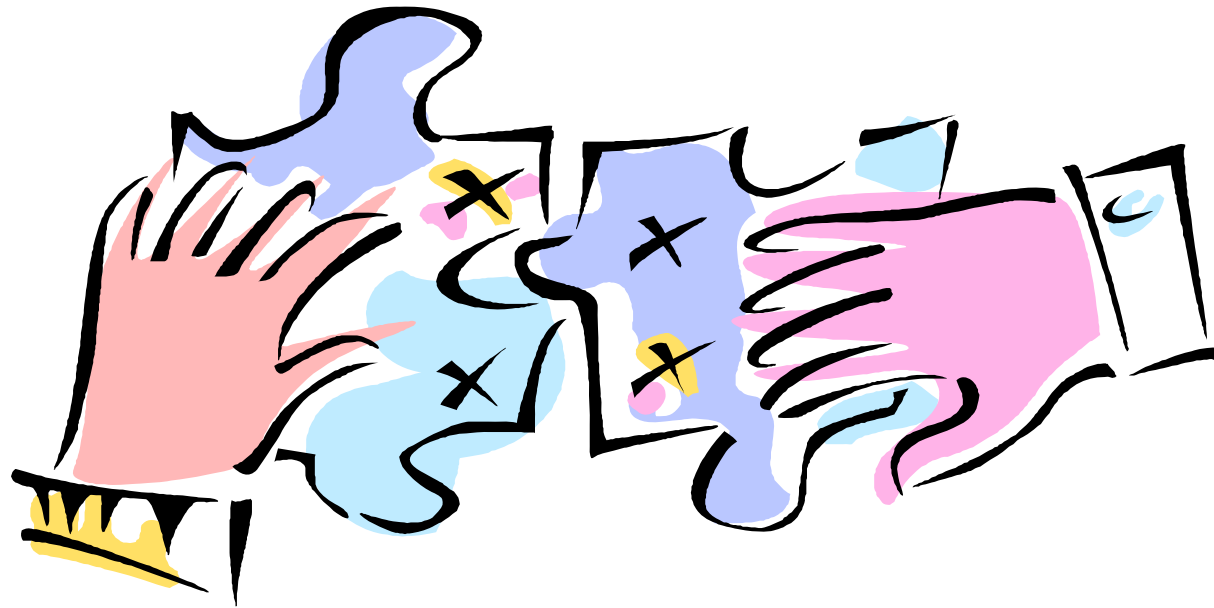
- Training managers first on any change in practice or policy is mandatory
- Let managers train supervisors and partners; and supervisors train staff

The Reality

- If the facts change, then change what is being done
- What we do and how we work to achieve client-desired outcomes should drive any organizational realignment

Bottom Line

Coordination is good,
collaboration is better





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